

CITY of
SPRINGFIELD



Strategic Planning Framework

August 11, 2009



Overview

- History
- Proposed Framework
- Summary
- Proposed Actions
- Q & A



History

- Vision 20/20 (“The Future is Now”) five-year action plan adopted by Council – Nov 2004
- Within larger framework of Vision 20/20 Comprehensive Plan
- Dedicate this new planning process to Fred May



History

- Chapters in most recent plan:
 - Affordable Housing
 - Center City
 - Cultural
 - Growth Management and Land Use
 - Public Education
 - Regional
 - Transportation
 - Water Quality



Proposed Framework

- Five-year action plan within a 20-year planning horizon
- A time of great uncertainty – must be flexible
- Should have a metropolitan focus
 - Model on cities with strong urban core and successful suburban areas
- Will help us set our state and federal legislative priorities



Proposed Framework

- Recommend adding topics for consideration:
 - Public Health
 - Public Safety
 - Economic Development
 - Internal Organization
 - Others? . . . Will emerge from community conversations



Proposed Framework

- Themes
 - Cross through many chapters
 - Community Sustainability (energy conservation, recycling, low-impact development, etc)?
 - Diversity?
 - Others?



Proposed Framework

- Some topics have been, or are being, more thoroughly researched and planned since Vision 20/20
 - Water Quality, SP5, Springfield Regional Arts Council
 - Recommendation: Don't duplicate, but weave them into the new community plan



Proposed Framework

- Tie to a budget and identify funding sources
 - Don't want to create an unfunded "wish list"
- Re-engage our citizens
 - Emphasis on younger generations
 - Connect with the "silent majority" and the "vocal minority"
 - Seek a broad cross section
 - Start a community conversation



Proposed Framework

- Extraordinary times
 - High levels of citizen distrust in all levels of government
- Questions to consider:
 - Should the new plan have a new name?
 - How should we select members of the Strategic Plan Coordinating Committee?



Proposed Framework

- Issues to Consider (cont):
 - Does our Community Vision Statement need to be revised?
 - Are City Council's priorities still appropriate?
 - What lessons were learned from previous plans and planning processes?
 - What should Council's role be in the process?



Proposed Framework

- Start with a “Listening Tour”
 - Propose Council participation
- Opportunity to identify and engage the next generation of community leaders
- Emphasize transparency
- Use new technologies to communicate
- Invite the media to be involved



Proposed Framework

- Don't re-invent the wheel
 - Community Focus Report Card
 - State of the Environment report
 - CPO's Annual Report
 - Chamber of Commerce's upcoming comparison report
- Opportunity for introspection
 - Comparisons to benchmark cities

Proposed Framework

- Each chapter will have four subsections:
 - **Where are we now?** (current status)
 - **Where/What do we want to be?** (visioning)
 - **How will we get there?** (tactical implementation plan, budget)
 - **How will we measure our progress?** (performance measures)



Proposed Framework

- Where Are We Now?
 - Honest evaluation of our current status
 - How much of the 2004 plan has been implemented?
 - What is the community's perspective on City leadership and government services?
 - City staff's perspective
 - Demographic information



Proposed Framework

- Where Are We Now? (cont)
 - Listening Tour – community meetings, open forums, Web, etc.
 - What do you value most about our community?
 - What would you most like to change about our community?
 - What is your vision of Springfield and the surrounding area in the year 2030?



Proposed Framework

- Where/What Do We Want To Be?
 - Visioning – What do we want our community to be like in 2030?
 - Council will meet with peers
 - Greene County Commission
 - Board of Public Utilities
 - Springfield Public School Board
 - Council members and City Manager will meet with counterparts in area municipalities
 - Listening Tour will provide input



Proposed Framework

- How Will We Get There?
 - Implementation plan with goals, action steps, accountability, time line (when possible), and budget
 - Requires prioritization of scarce resources – capital, human, funds
 - May require multiple funding scenarios
 - A careful balance of planning and flexibility
 - Feedback via open houses, surveys



Proposed Framework

- How Will We Measure Our Progress?
 - Our scorecard – Did we do what we said we would do?
 - Annual report to community
 - “Balanced Scorecard” categories
 - Financial
 - Customer
 - Internal business processes
 - Learning and growth



Summary

- Bring the community together for the conversation that sets the course
- An opportunity to engage the “silent majority”
- Proposed process will be impacted by staffing shortfall
- Don’t forget to celebrate our successes – there are many

Summary

- Proposing some significant changes from previous planning processes
 - Listening Tour
 - City Council involvement throughout
 - Adding chapters
 - Link to a budget
 - Address and overcome the high levels of distrust of government



Proposed Actions

- “Lessons learned” from previous plans and planning processes
- Listening Tour
- City Council to meet with boards and commissions
- Meetings with area municipalities
- Form Strategic Plan Coordinating Committee and assign chair(s)

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Questions?
Comments?